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STRATEGIC MANAGEMENT IN THE DIGITAL ECONOMY
Practice Module
A.Y. 2025-26

Strategic Innovation: New Business Models

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Introduction to the topic
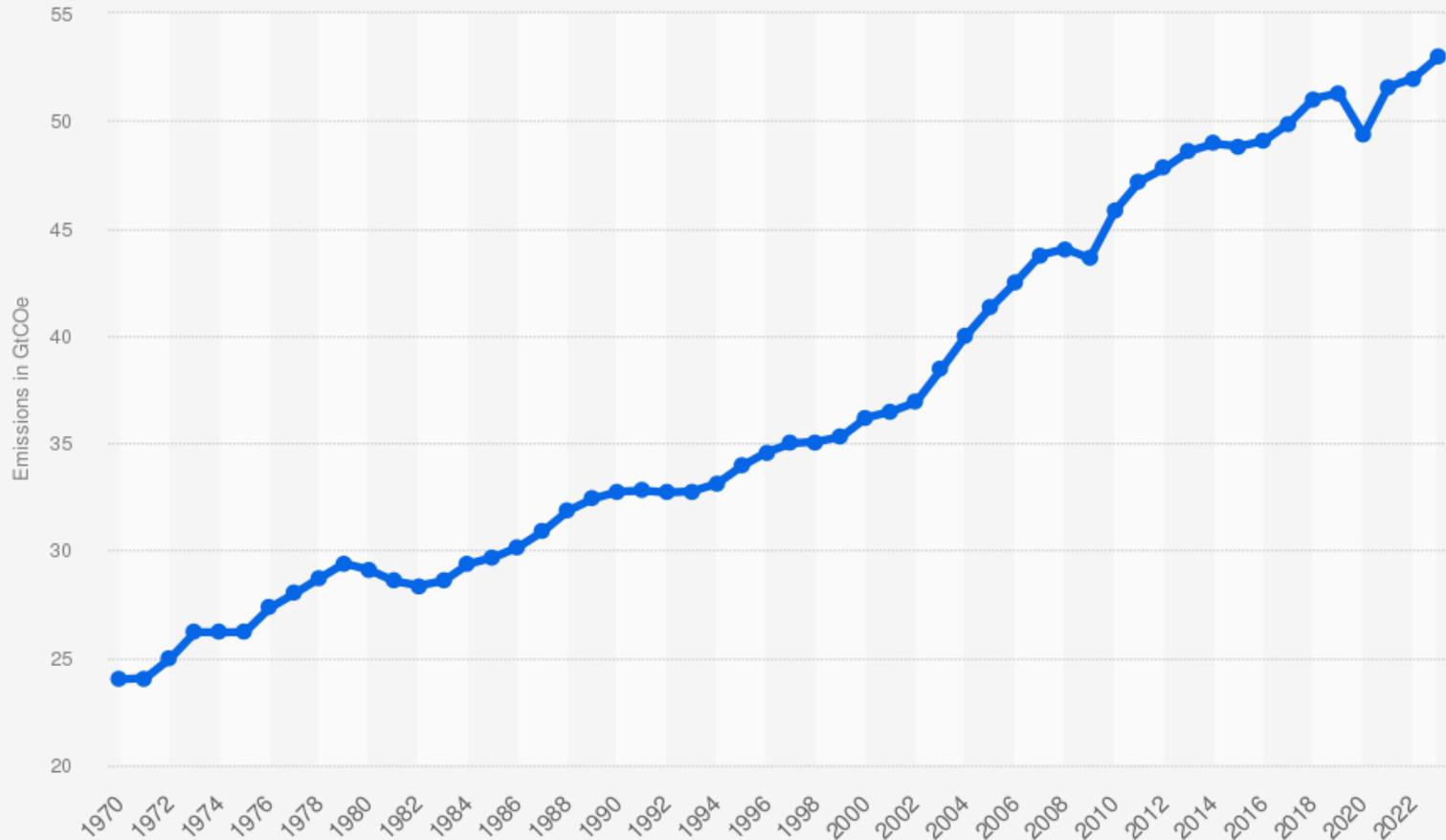
NEW
PARADIGM
AHEAD

- "Megatrends are **long-term global driving forces** that are expected to contribute to have a **significant influence** on our lives for decades" (EU Joint Research Centre's Competence Centre on Foresight)

- Examples of megatrends
  - **Digital transition**, neural networks and artificial intelligence
  - **Ecological** transition, climate change and environment degradation
  - **Energy** transition
  - **Migration** and increase of social **inequalities**
  - Changes and challenges in the **health** sector
  - Changes in the nature of **work**
  - Changes in the **mobility and transport** sector, and increasing **urbanization**

EU JRC: https://knowledge4policy.ec.europa.eu/foresight/tool/megatrends-hub_en
Statista: https://www.statista.com/topics/3512/global-megatrends/#statisticChapter

Annual greenhouse gas emissions worldwide from 1970 to 2023 (in billion metric tons of CO equivalent)

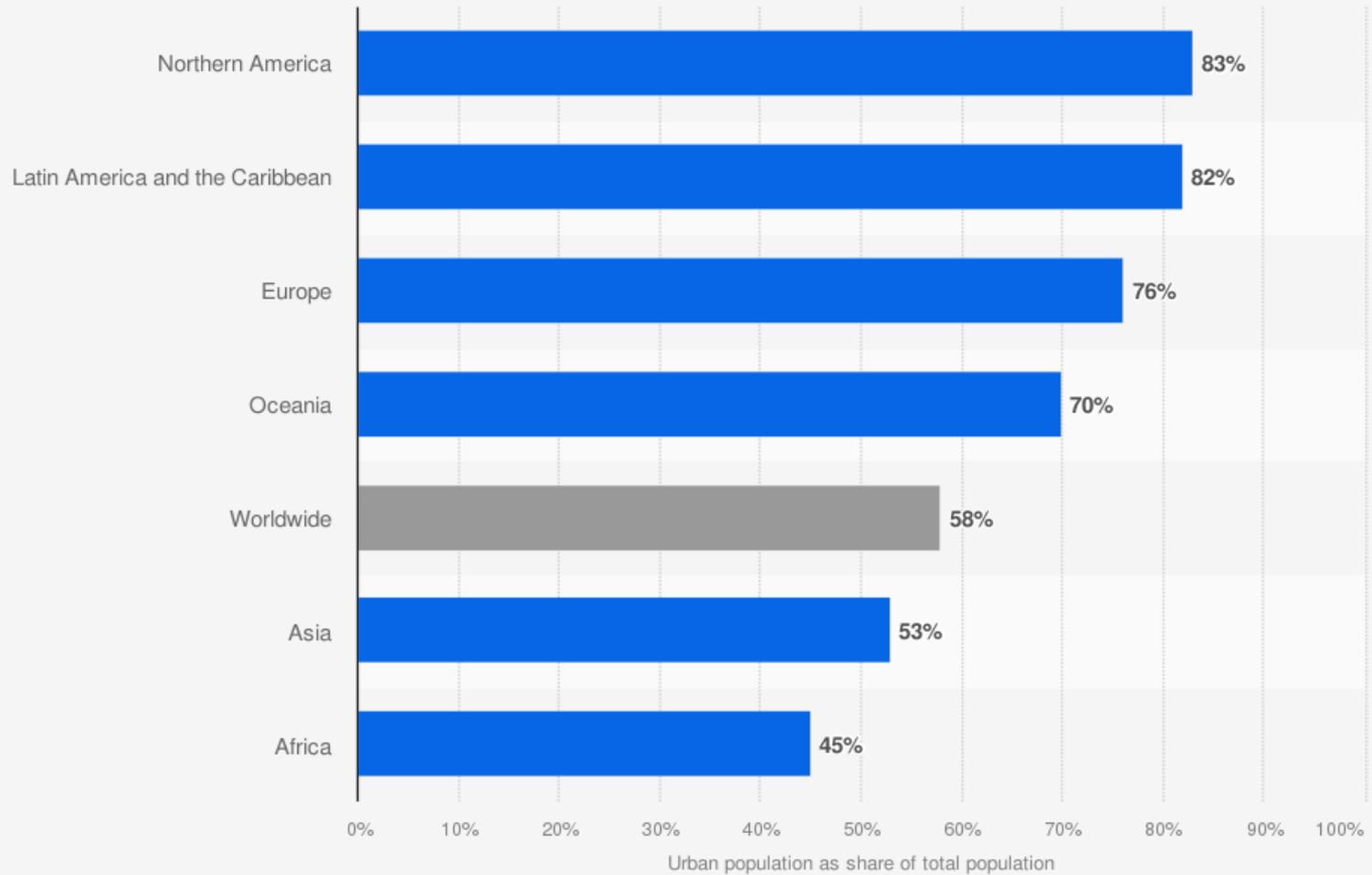**Share of urban population worldwide in 2025, by continent**

Continent	Share
Northern America	83%
Latin America and the Caribbean	82%
Europe	76%
Oceania	70%
Worldwide	58%
Asia	53%
Africa	45%

Urban population as share of total population

Source
Population Reference Bureau
© Statista 2025

Additional Information:
Worldwide; 2025

statista

Fostering twin transitions: example in the energy sector

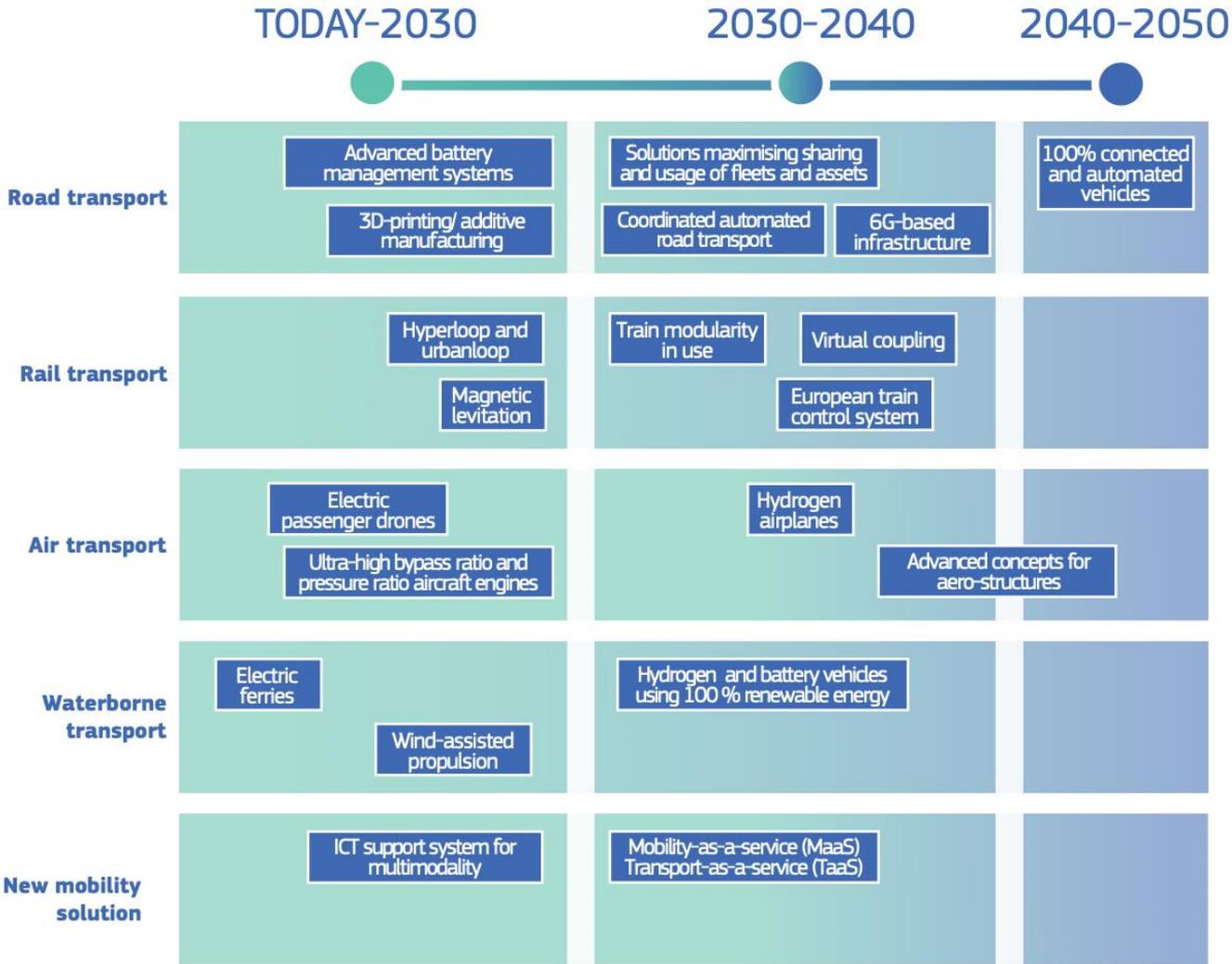|	**TODAY-2030**	**2030-2040**	**2040-2050**
Climate-neutral power generation	Solar thermal electricity; Floating offshore wind power; Tidal range power; Emerging nuclear power technologies	Air-borne wind power; Ocean wave power	Nuclear fusion
Grids and storage	Lithium-ion batteries; Virtual net metering; Flexible high-voltage grid and dynamic line rating	Long-duration storage; Virtual inertia / fast frequency response; Superconducting high-voltage DC; Self-organizing microgrids	
Demand management	Control systems for heating, cooling, and lighting; Smart inverters; Gamification devices	Open automated demand response; Direct current building systems	Transactive energy
Clean fuels	Hydrogen production from electrolysis; Biorefining	Biodiesel and biokerosene from gasification and fisher tropsch; Liquid fuels from hydrogen; Hydrogen or synfuels from renewable energy (concentrated solar fuels, hydrogen from thermochemical water splitting using solar energy)	Hydrogen storage in depleted oil and gas fields and aquifers

Source: JRC expert workshops, International Energy Agency (2021b)
Note: These are approximate innovation timelines based on expert discussions and indicate when a certain technology might be available to the market.
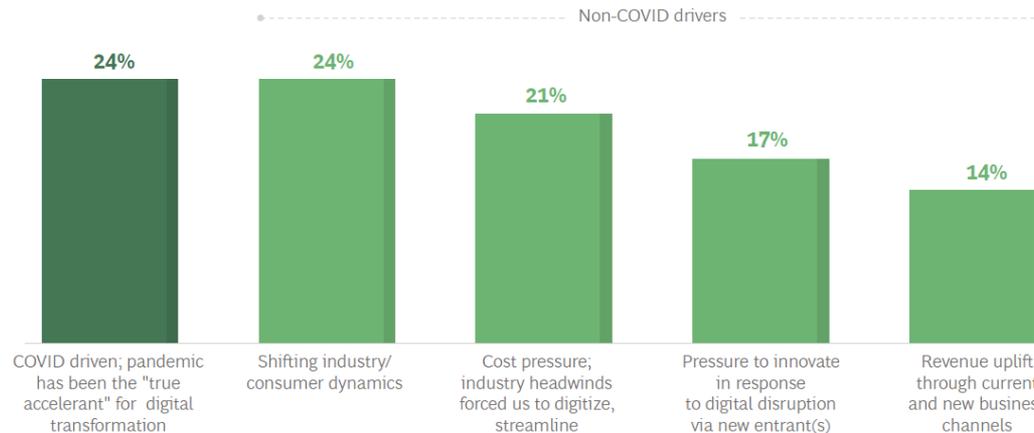
Fostering twin transitions: example in the transport and mobility sector

	TODAY-2030	2030-2040	2040-2050
Road transport	Advanced battery management systems; 3D-printing/additive manufacturing	Solutions maximising sharing and usage of fleets and assets; Coordinated automated road transport; 6G-based infrastructure	100% connected and automated vehicles
Rail transport	Hyperloop and urbanloop; Magnetic levitation	Train modularity in use; Virtual coupling; European train control system	
Air transport	Electric passenger drones; Ultra-high bypass ratio and pressure ratio aircraft engines	Hydrogen airplanes; Advanced concepts for aero-structures	
Waterborne transport	Electric ferries; Wind-assisted propulsion	Hydrogen and battery vehicles using 100% renewable energy	
New mobility solution	ICT support system for multimodality	Mobility-as-a-service (MaaS) Transport-as-a-service (TaaS)	

Source: JRC expert workshops
Note: These are approximate innovation timelines based on expert discussions and indicate when a certain technology might be available to the market.

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"Winning the future depends on adaptation"

From disruptors and disruptive technologies to pandemics, political unrest, and climate change, winning the future depends on adaptation. An adaptive business in the 21st century is typically a digitally powered business, leading many organizations to pursue digital transformation.

Source: "A new language for digital transformation", Deloitte Insights, September 2021

What are the triggers to pursue digital transformation? Not just Covid-19…

Share of respondents who chose each factor as the top driver of their companies' digital transformations

Non-COVID drivers

24%	24%	21%	17%	14%
COVID driven; pandemic has been the "true accelerant" for digital transformation	Shifting industry/consumer dynamics	Cost pressure; industry headwinds forced us to digitize, streamline	Pressure to innovate in response to digital disruption via new entrant(s)	Revenue uplift through current and new business channels

Source: "BCG Global Digital Transformation Survey", Boston Consulting Group, May-July 2021

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Incumbent companies looking to make comparable performance improvements should start by ***adapting*** the classic strategy moves that, both individually and in combination, have been proven to generate economic profit. By adapting classic strategies in sometimes counterintuitive ways, companies can build a winning strategy in an era of digital disruption.

| Big moves	What worked in the past 10 years	How technology and digital are changing the game
Differentiation improvement	A company's average gross margin must exceed its industry's by 30% over 10 years	Most companies must differentiate by delivering new digital products, services, and experiences faster than competitors and capturing winner-takes-most dynamics
Productivity improvement	SG&A[1] activity relative to industry in top 20% of companies; labor relative to industry in top 30% of companies	The bar for cost performance is lean greenfield attackers instead of the most efficient incumbent peer
Capital expenditure	Maintaining a ratio of capital expenses to sales in excess of 1.7 times the industry median for at least 10 years	Companies are either investing big in differentiating tech assets or going "capital light"
Resource reallocation	Shifting >50% of capital spending across different business units over 10 years	Because digital is shifting value pools more rapidly, companies must reallocate resources at a faster pace to ensure they are aligned with tailwinds and growth
Mergers, acquisitions, and divestments	Series of smaller deals amounting to >30% of market capitalization over 10 years; no deal >30% of market capitalization	Companies are anchoring on a single large digital acquisition to leapfrog their digital capabilities and culture before embarking on programmatic M&A

[1]Selling, general, and administrative.

Source: "BCG Global Digital Transformation Survey", Boston Consulting Group, May-July 2021

"COVID forced us to leverage digital assets to respond operationally […] but we are returning now to a more strategic focus for our digital priorities"

Companies look to digital transformations to support a broad range of strategic objectives. Top priorities include revenue growth and business model transformation, including the building of new business ventures outside the core.

Source: "Performance and Innovation are the Rewards of Digital Transformation", Boston Consulting Group, December 2021
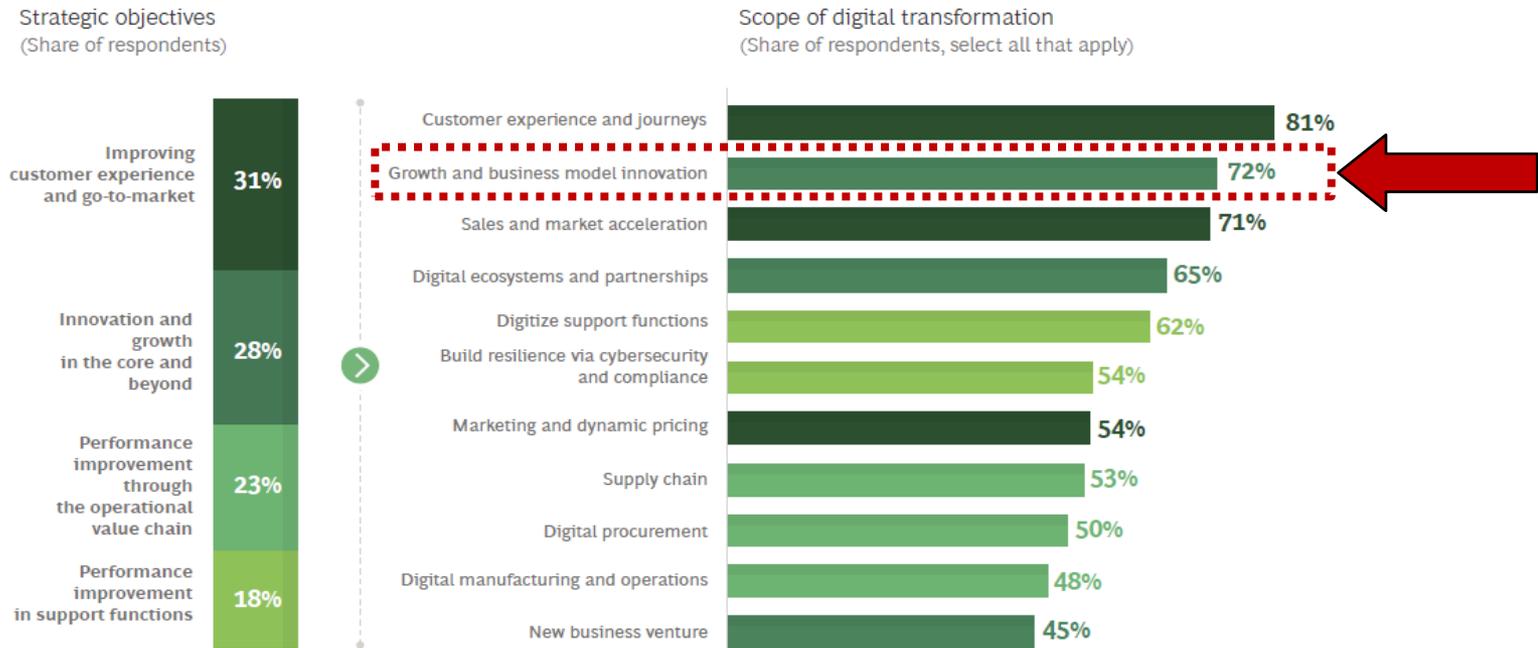
Source: "BCG Global Digital Transformation Survey", Boston Consulting Group, May-July 2021

As digital technology becomes ever more important, the sources of these innovations and advantages are now shifting from traditional sweet spots into **less familiar terrain**, such as **using digital technology to innovate business models, as well as products and services**.
Digital technology is strategically vital not just for business-model innovation, but for competitive differentiation and productivity.

Level of ambition for organizations' planned investments in digital and technology, % of respondents[1]

	To become a tech company[4]	To differentiate ourselves from competitors	To keep up with our industry	To maintain current infrastructure and capabilities
Top-decile economic performers[2]	15	67	8	8
All other respondents[3]	7	50	30	11
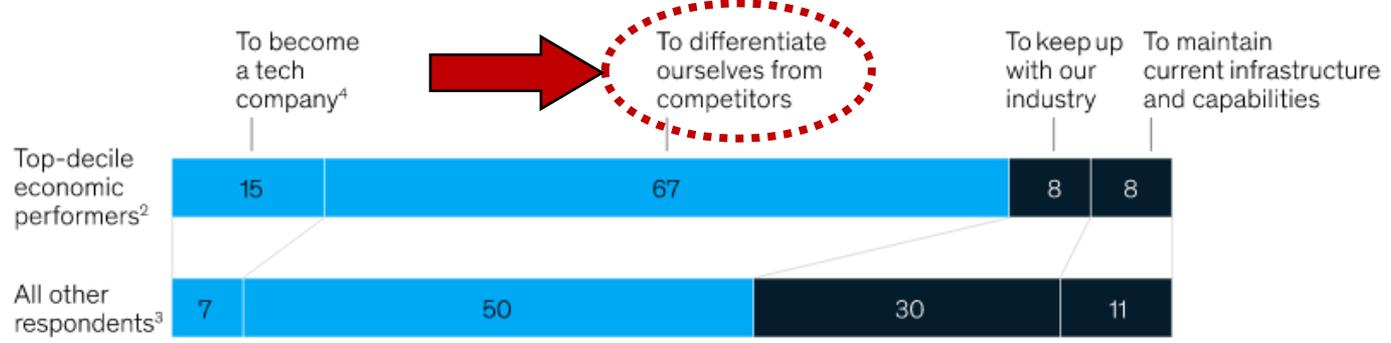
[1]Respondents who answered "don't know/not applicable" are not shown.
[2]N = 118.
[3]N = 1,022.
[4]That is, the organization's core value proposition is based on the technology and data it produces.

Source: "Strategy for a digital world ", McKinsey, October 2021

Buyers say they **won't stop funding their long-term strategic IT priorities**. Survey respondents expect to increase their spending on cloud services, automation, and security.

Digital transformation, growth, and security are key IT buyer concerns, while a potential recession is well down the list

What is top-of-mind right now for you as an IT business leader? (Top three choices)
RESPONDENTS (%)

	RESPONDENTS WHO RANKED 1, 2, OR 3 (%)	RANK CHANGE VS. Q4 2021[1]
Drive digital transformation — 28 / 21 / 17	66	+3
Enable company growth — 21 / 18 / 18	57	0
Increase security and mitigate risks — 14 / 16 / 18	48	−2
Control IT spending and costs — 9 / 16 / 12	38	+4
Improve customer satisfaction — 6 / 11 / 10	27	−2
Manage supply chain constraints — 4 / 5 / 7	16	N/A
Support hybrid work environment — 5 / 4 / 5	14	0
Prepare for possible recession — 6 / 4 / 4	13	−2
Keep up with changing regulations — 3 / 2 / 6	11	−1
Manage inflation — 3 / 3 / 3	9	N/A
Other (e.g., talent) — 1 / 1	1	N/A

● Rank 1   ● Rank 2   ● Rank 3

Source: IT Buyer Pulse Check 4.0 (July 2022), N = 341; IT Buyer Pulse Check 3.0 (October 2021), N = 676 (APAC respondents excluded).
Note: Percentages and rank changes may not total due to rounding. [1]Comparison versus Q4 2021. "N/A" means that these options were not asked then and do not affect the rank change for the rest.

Source: "IT Spending Pulse #4: Buyers Are Still Spending—Cautiously", BCG, December 2022

Building a new digital-enabled business model could be a source of **differentiation**.

Differentiation through digitally-enabled business models will mean:

- Getting **software into the core** of your business model and go-to-market approach.

- Building **new digital platforms** inside the boundaries of traditional legacy corporations.

- Looking beyond the boundaries of the organization to digitally-enabled ecosystems with **interconnected services** that fulfill a variety of users' **cross-sectoral needs** in one integrated experience.

Source: "Strategy for a digital world ", McKinsey, October 2021

Building a new digitally-enabled business model could be a source of **productivity**.

Productivity through digitally-enabled business models will mean:

- Moving toward **agile work** and the mass migration to **digital channels**.

- **Automation** (i.e., decrease the number of people to invest in robots).

- **Hyper-scalable** software-based business models that can rapidly scale up the number of users and revenue with only minimal changes to the underlying cost structure.

Source: "Strategy for a digital world ", McKinsey, October 2021

Examples from industry

"A technology company with an insurance license"

Differentiation could mean getting software into the core of your business model and go-to-market approach, as for the **fintech** company Allianz Direct.
Allianz Direct is a single, direct-to-consumer insurance (e.g., car insurance and home insurance) business served on a single platform in multiple European markets.

Working closely with the Allianz CEO and his top team, Bart Schlatmann (Allianz Direct CEO) has helped infuse into both Allianz Direct and its parent company an **engineering culture** and the **go-fast mindset typical of digital start-ups**.

Source: "A digital-business builder: An interview with the CEO of Allianz Direct", McKinsey, June 2021

"A multi-tenant and multi-lingual platform with one instance based on the newest digital technologies"

Source: https://www.youtube.com/watch?v=8YxSMtpo7oo

"From people moving to cities to diversifying segments within cities."

Differentiation could mean looking beyond the boundaries of the organization to digitally-enabled ecosystems with **interconnected services** that fulfill a variety of users' **cross-sectoral needs** in one integrated experience, as for the Tencent's WeChat.

Consumer demand is being reshaped by a "big convergence" in which many consumer needs are being aggregated and served by digital ecosystems with varying degrees of integration. Super apps are the most integrated type of digital ecosystem, offering a one-stop digital shop for customers with multiple apps and complementary services.

Source: "Beyond income: Redrawing Asia's consumer map", McKinsey, September 2021

"An ecosystem composed by four platforms

to connect businesses and users"

Source: https://www.youtube.com/watch?v=7qG0kNTb9e0
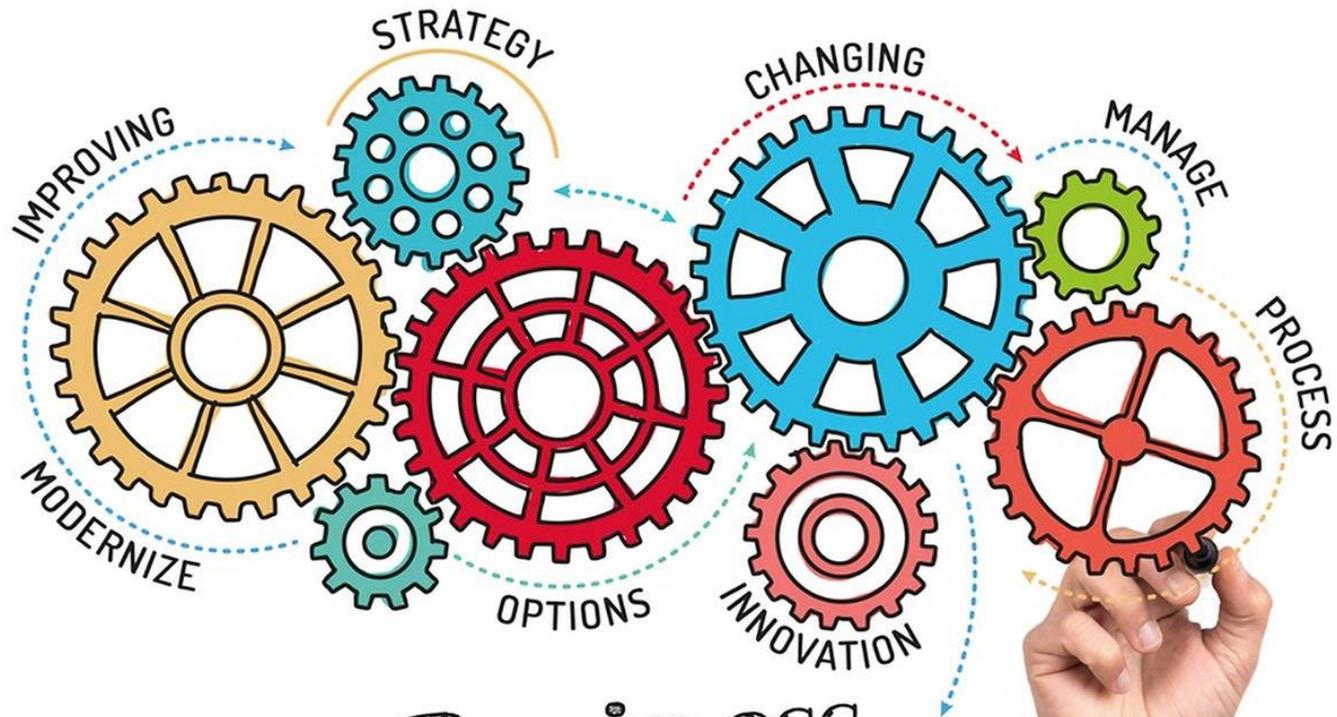
Reconfiguration in action

Q. In the last five years, has your company begun competing in any sectors or industries in which it hadn't previously competed?

- 🟥 Financial services
- 🟨 Technology, media & telecommunications
- 🟧 Consumer markets
- 🟧 Industrials & services
- 🟥 Health industries (including pharma)
- ⬛ Energy, utilities & resources

Hover to highlight on the graphic below

Primary sector
- Asset and wealth management
- Banking and capital markets
- Insurance
- Telecommunications
- Technology
- Media and entertainment
- Retail
- Consumer markets
- Transportation and logistics
- Automotive
- Industrial manufacturing
- Engineering and construction
- Business services
- Health services
- Pharma and life sciences
- Oil and gas
- Mining and metals
- Power and utilities
- Chemicals

New sector
- Technology
- Business services
- Health services
- Consumer markets
- Transportation and logistics

Note: Excluding respondents who selected their own sector
Source: PwC's 28th Annual Global CEO Survey

Source: https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html

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Companies hoping to drive **growth through business model innovation** face a number of critical questions: How broad should the **scope** of the effort be? What's the appropriate level of **risk** to take? Is it a onetime exercise, or does it call for an **ongoing capability**?
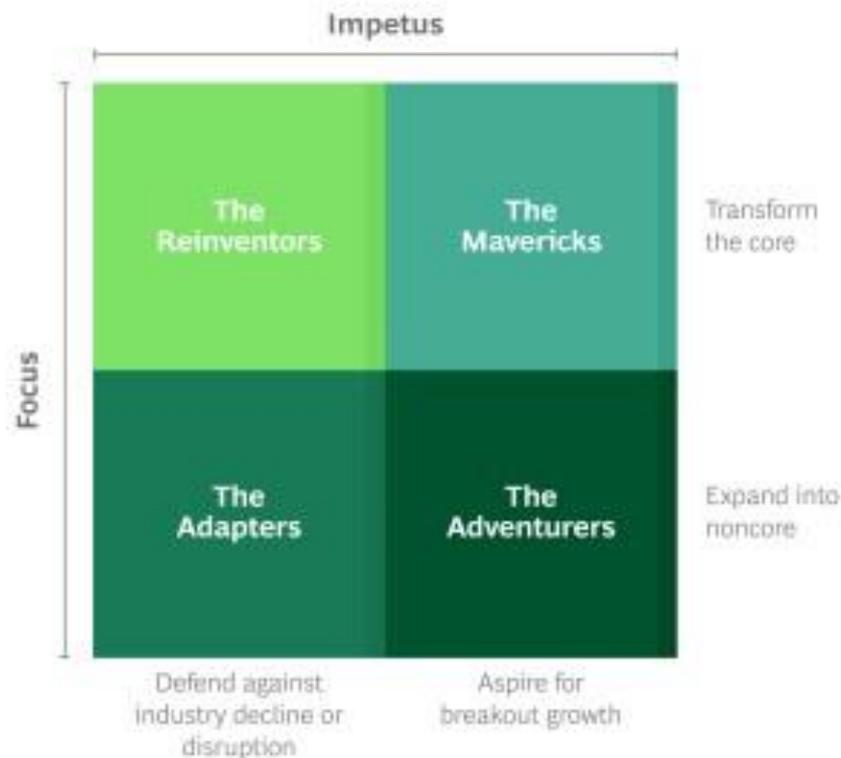
The path toward ESG

What about sustainability?

Two-thirds of the companies in BCG's 2022 global innovation survey **ranked climate and sustainability (C&S) as a top corporate priority**. But only about **one in five is ready** to act.

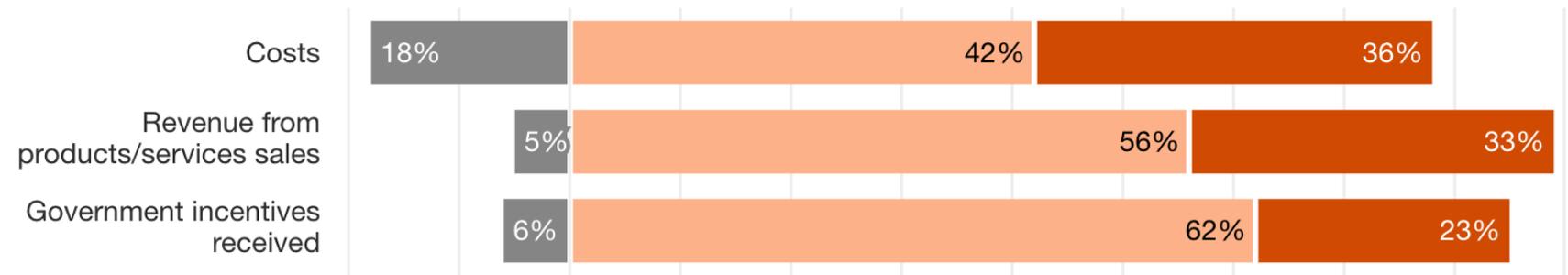In 2022, 56% of Companies Rank Both Innovation and C&S Among Their Top 3 Priorities

65% of companies rank C&S as a top 3 priority

9%

56%

75%

- Prioritize innovation
- Prioritize C&S and innovation
- Prioritize C&S only
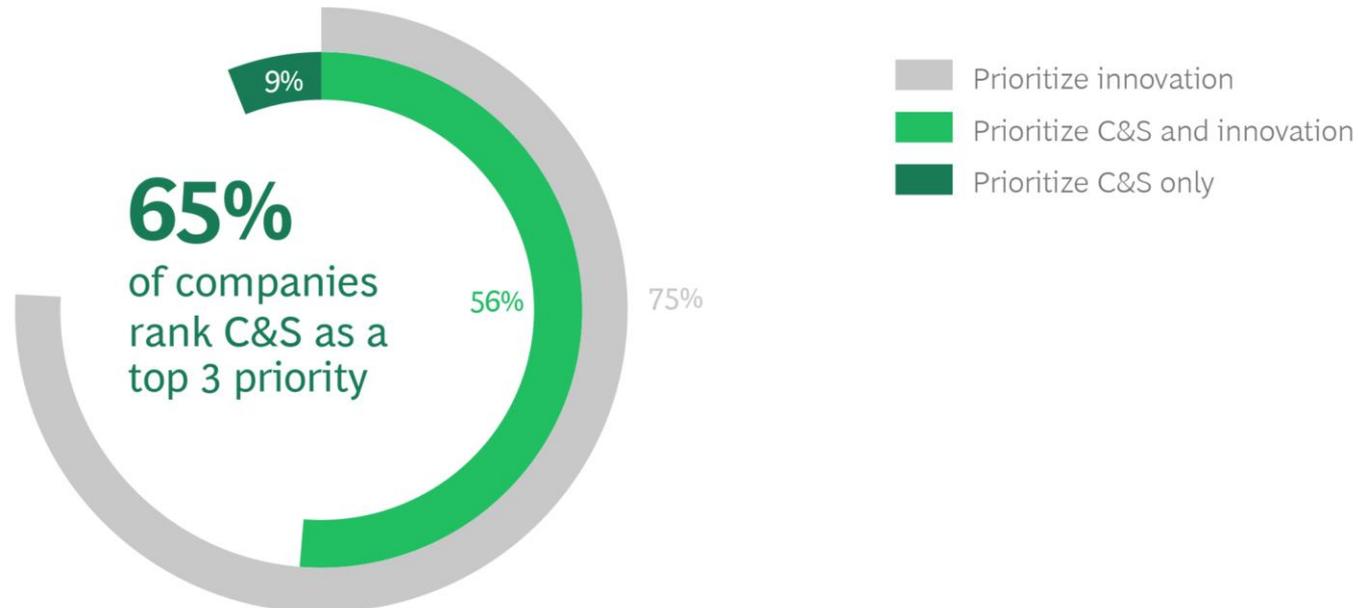
Source: "Are you ready for green growth?", BCG, September 2022

ESG represents 3 areas of factors promoting sustainable development of companies:

- **Environmental**
  - ➢ carbon emission reduction
  - ➢ circular economy and best practice
  - ➢ energy savings
- **Social**
  - ➢ customer and employee satisfaction
  - ➢ human rights
  - ➢ gender & diversity
- **Governance**
  - ➢ body structure
  - ➢ implementation of ISO standards
  - ➢ efficient compliance program

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Q. To what extent have climate-friendly investments* initiated by your company in the last five years caused increases or decreases in the following?

Legend: ■ Decrease ■ Little to no change ■ Increase

	Decrease	Little to no change	Increase
Costs	18%	42%	36%
Revenue from products/services sales	5%	56%	33%
Government incentives received	6%	62%	23%

*Examples of climate-friendly investments include transitioning to energy-efficient operations, developing greener products and services, and implementing emission-reducing technologies.
Source: PwC's 28th Annual Global CEO Survey

Source: https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html

Considering demand and supply for climate solutions can point executives toward strategic moves

Demand for climate solutions
Challenges: Behaviors and time

High

Risk: Too little, too slow **Approach:** Build resource capacity	**Approach:** Accelerate
Approach: Expand capabilities to adjacent markets	**Risk:** Too much, too fast **Approach:** Exercise resource discipline

Low ← → **High**

Supply of resources for climate solutions
Challenges: Emotions, interdependencies, focus

Source: George Serafeim

Source: https://www.strategy-business.com/article/Ten-questions-for-a-winning-climate-transition-business-strategy

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The path toward (Gen) AI

Definitions (1/2)

AI is an "*unnatural object or entity that possesses the ability and capacity to meet or exceed the requirements of the task it is assigned when considering cultural and demographic circumstances*" (Kelly et al., 2023)

Literature categorize AI into three types:

- **Artificial Narrow Intelligence (ANI)**

  It refers to current AI systems that specialize in specific tasks and cannot apply their knowledge to different scenarios.

- **Artificial General Intelligence (AGI)**

  It refers to the hypothetical ability of an AI to understand, learn, and apply its intelligence broadly across different domains, much like a human being, which current technologies do not yet achieve.

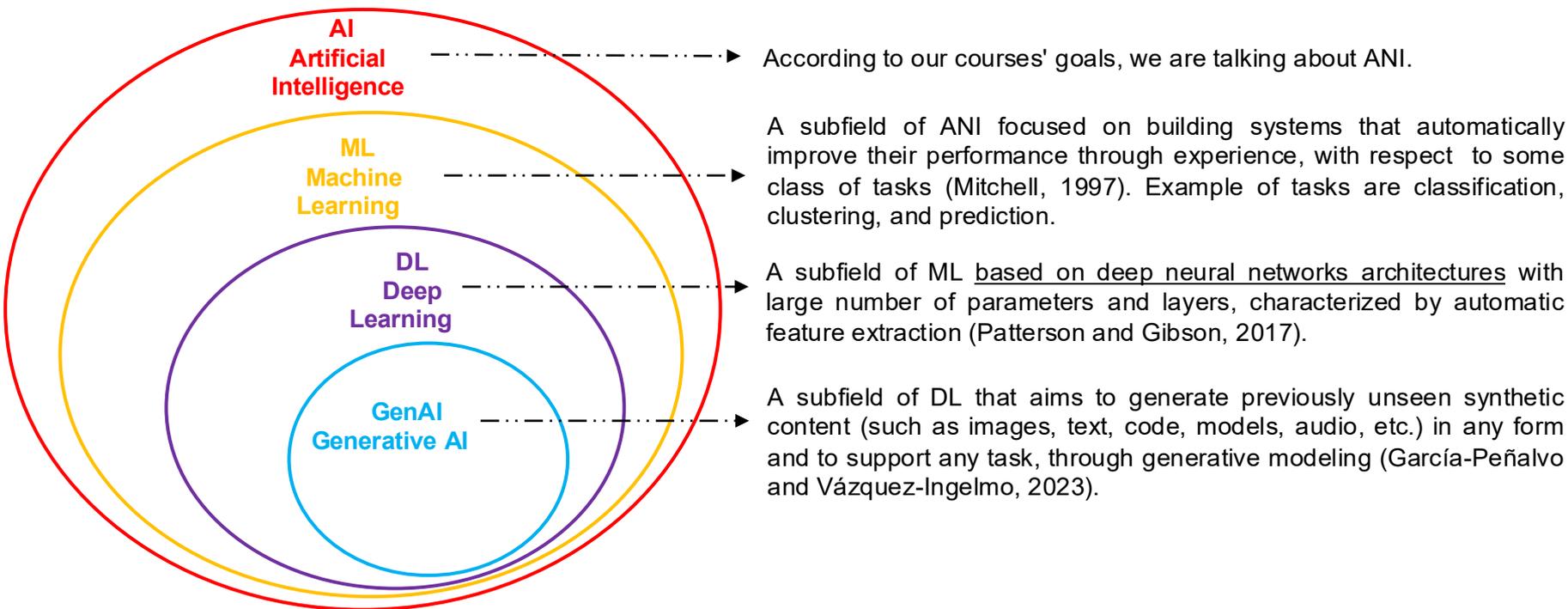- **Artificial Super Intelligence (ASI)**

  It represents a future stage of AI with intelligence surpassing human capabilities, capable of making groundbreaking contributions in various fields and possibly rendering human efforts redundant.
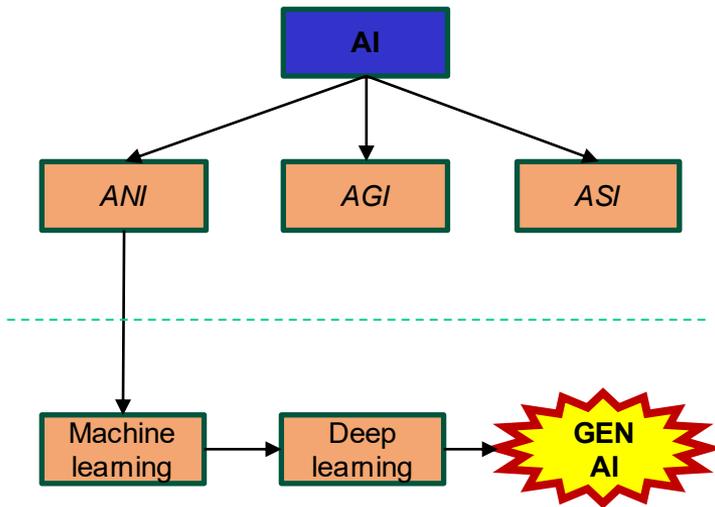
*Hierarchy of AI (readapted from Kelly et al., 2023)*

Definitions (2/2)

Generative AI is a subfield of Artificial Intelligence which is being used to generate new contents that mimic human generated ones.

AI Artificial Intelligence

According to our courses' goals, we are talking about ANI.

ML Machine Learning

A subfield of ANI focused on building systems that automatically improve their performance through experience, with respect to some class of tasks (Mitchell, 1997). Example of tasks are classification, clustering, and prediction.

DL Deep Learning

A subfield of ML based on deep neural networks architectures with large number of parameters and layers, characterized by automatic feature extraction (Patterson and Gibson, 2017).

GenAI Generative AI

A subfield of DL that aims to generate previously unseen synthetic content (such as images, text, code, models, audio, etc.) in any form and to support any task, through generative modeling (García-Peñalvo and Vázquez-Ingelmo, 2023).

ANI trends in manufacturing industry

Notwithstanding a small average expenditure per firm, **manufacturing has one of the highest market share in ANI market**. The expenditure value can be positively interpretated, meaning that the technology is potentially accessible both by SMEs and MNCs.
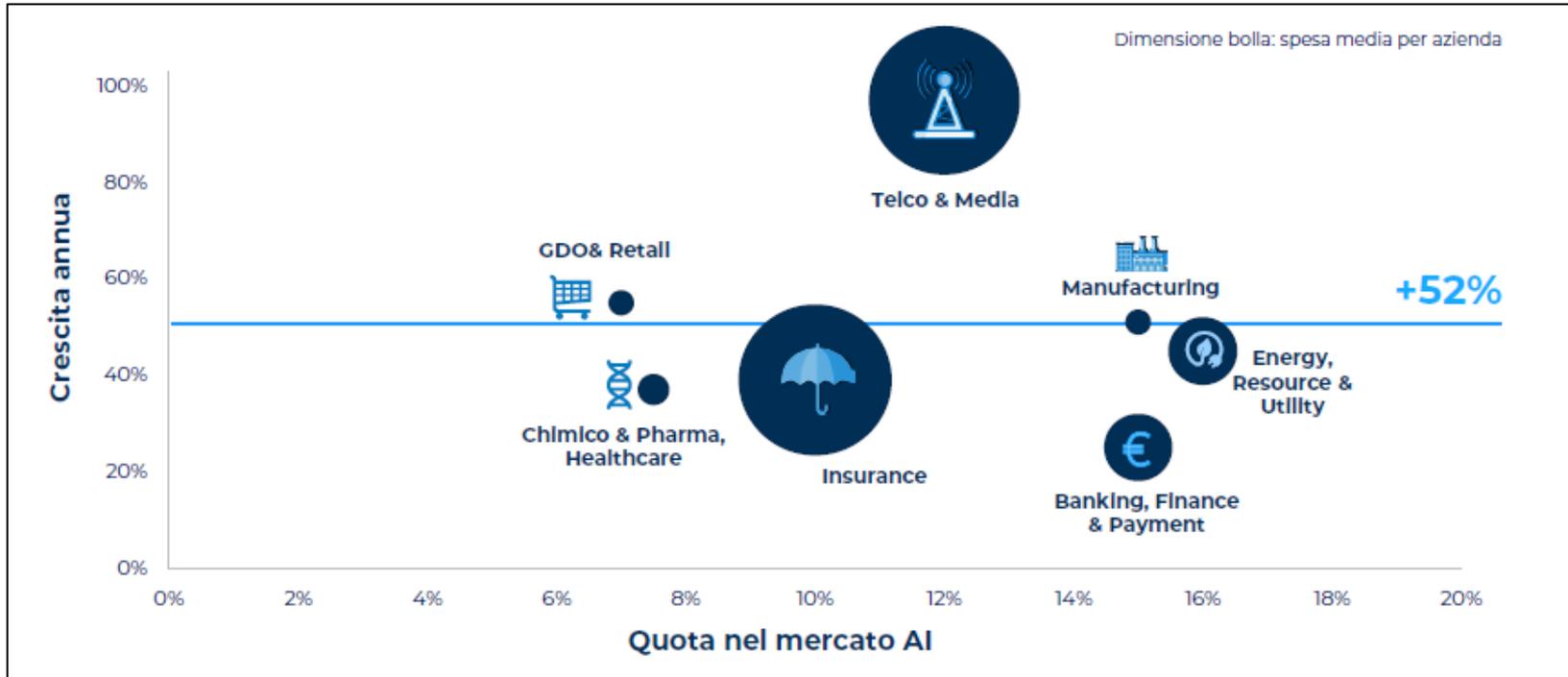
AI diffusion in Italian industries (source: PoliMI – Osservatorio AI, 2024)

AI regulation in Europe

EU-27's ambassadors voted unanimously the final draft text of the **AI Act** on February 2nd, 2024. The world's first text intended to regulate AI is close to its final vote scheduled for April 24th, 2024.

AI Act's key is based on **four pillars**:

1. List of explicit prohibitions, while allowing the use of remote biometric identification by authorities;

2. AI systems' categorization according increasingly according to individuals-associated risk;

3. Progressively application of rules according to individuals-associated risk;

4. Mandatory assessment of the AI system to certificate protection of individuals' rights.

At **industry level**, an agreement between industry associations and government commissions is expected to be reached in the coming months, which will give priority to people but at the same time safeguard entrepreneurial projects in the AI sector in terms of feasibility.

Gen AI typical tasks

	Summarization	Deep retrieval	Net-new creation	Q&A (Conversational)
DEFINITION	Summarization condenses extensive information, highlighting key insights for decision-making.	Deep retrieval efficiently search and extract precise information from vast data repositories.	Net-new creation generates original ideas or designs, driving innovation and differentiation.	Q&A interprets and responds to inquiries, providing intelligence for problem-solving.
USE CASE EXAMPLE	Aggregate and summarize customer feedbacks.	Query on technical documentation.	Prototype multiple designs (e.g., coding).	Multilanguage resolution of technical issues.

WARNING

It is not accurate generalizing ANI's feasible tasks without the relative domain.

Source: readapted PWC, 2024

Boost productivity through Gen AI: an example

GitHub Copilot

USE-CASE

GitHub Copilot
Objectives: enhance productivity concerning code developing and fixing, as well as code documentation and explanation.

BENEFITS

Increase developer productivity and accelerate the pace of software development.

Target potential enhancements (Kalliamvakou, 2022):

- Developer productivity enhancement: 88%

- Less mental effort on repetitive tasks: 87%

- Faster completion: 88%

- Faster with repetitive tasks: 96%

- Less time searching: 72%

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Business model innovation through Gen AI: an example

USE-CASE

Adidas and Carbon's Futurecraf 4D shoes
Objectives: implement custom gen AI-driven design that uses numerous customer's factors; increase production sustainability.

BENEFITS

New value propositions

- **For customers.** Highly customized performance-optimized footwear tailored to individual athletes' needs, improving performance and comfort.

- **For manufacturers.** Sustainable manufacturing process, reduces time from design to market, and allows for product customization.

USE-CASE

United Nations Development Programme (UNDP)
Objectives: enhance disaster risk reduction strategies and improve the efficiency and effectiveness of response efforts in crisis situations.

BENEFITS

New value propositions

- **For Disaster Preparedness and Response:** proactive approach to disaster management, enabling early interventions that can save lives, reduce economic loss, and ensure recovery.

- **For NGOs and Governments.** Provides a powerful tool to analyze vast amounts of data for informed decision-making, ensuring that efforts are targeted and efficient.

Q (CEO27). To what extent will generative AI increase or decrease the following in your company in the next 12 months?

Q (CEO28). To what extent did generative AI increase or decrease the following in your company in the last 12 months?

(Showing only % who answered 'Increase significantly,' 'Increase moderately' and 'Increase slightly')

■ 2024 expected increase   ■ 2024 actual increase

Category	2024 expected increase	2024 actual increase
Efficiencies in my employees' time at work	64%	56%
Profitability	46%	34%
Revenue	41%	32%
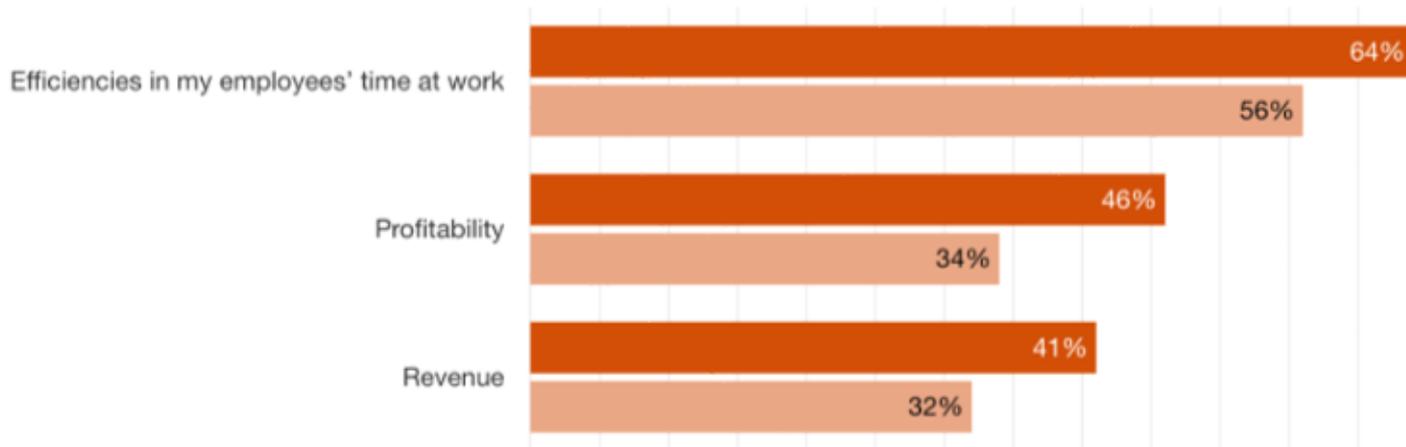
Source: PwC's 27th and 28th Annual Global CEO Surveys

Source: https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html

Strategic Management Practice Module
Details and contents

The Strategic Management *Practice module* includes:

- Case Analysis Labs

- TAG Conferences

- Hackathon CREO

- Project Work Labs

Case Analysis Lab

Some real business world case studies and reports will be discussed during the classes to prepare you to apply theory fundamentals.

- By encouraging to understand, analyze and work through complex real-world problems, the analysis of case studies stimulates critical thinking and helps you to **bridge the gap between theory and practice** through the application of theoretical concepts to business challenges.

- You will learn how to apply theoretical concepts to analyze the competitive position of a firm, evaluate business strategies, and critically compare alternative strategic decisions. These skills will be useful for the development of the project work.

- To fully take advantage of these classes, students are strongly encouraged to engage in a very proactive and interactive discussion.

TAG

In the **TAG Conferences** (Trends in the Age of Globalization) some keynote speakers will share their experiences to share with you knowledge about the global changes that are affecting businesses, industries and communities.

- The TAG conferences will span across different topics, including digital transformation, grand challenges, or the long-term effects of the Covid-19 pandemic on strategies, innovation, business model transformation.

- The keynote speakers will be managers, entrepreneurs and management consultants, i.e., people who daily engage with global challenges and critical decisions.

- Providing also an opportunity to ask questions to experts on specific topics, the TAG Conferences will offer key insights for developing your Project Works.

- To fully take advantage of the TAG conferences, **student groups will prepare in advance questions for the speakers**, especially related to their project works.

Hackathon CREO

What is it?

An intensive 48-hour design marathon in which student teams from various departments and universities collaborate to create prototypes and innovative solutions to real-world challenges, often in the business, tech, or social fields. The event fosters soft skills, teamwork, and creativity, with mentors providing support.

It will take place from **17th to 19th June 2026**, at the university on the first day and, in the following days, at the *Gewiss experience center*

Up to 2 additional points to the final grade

In partnership with

Project Work

- The students are organized in **4-member groups**. Each group is expected to develop a single Project Work, following the guidelines and instructions given.

- The groups will be assisted by the Faculty during the PW Labs to discuss their progress. The aim of the **PW labs is to help you throughout the preparation of the Project Work** and to give support to find the right direction for the structure, the contents and the sources.

- Project Work Labs are important moments to learn from each other. Apart from the lecturer's feedback, **each group receives feedback from the others**.

- You are welcome to join all sessions.

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The PWs will be focused on **Strategic Innovation and Business Model Innovation**

PWs will explore the **strategic implications of megatrends** in terms of model innovation and strategies, answering to questions such as (but not limited to):

- Which are the main **challenges** that established firms in an industry are facing?

- What are the opportunities for **new entrants**?

- What are the **long-term implications** of the transformation for firms, industries, strategies and business models?

- **Threat vs. opportunity**: who wins and who loses? What can organizations do to join the "winners"?

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Each group should **identify an industry (or strategic group) and some related firms (at global and "local" level)** to explain:

- To what extent and how do firms leverage on **novel opportunities** (e.g., failures, new entries, growth, recession, threats, opportunities);
- Future **scenarios** (e.g., decline, renewal);
- Examples of industries that can be selected among established or mature industries (e.g., travel and tourism, food and beverage, sports, automotive, retail and clothing, healthcare and life sciences, real estate) or emerging ones (e.g., AI, renewable energy, social media, cybersecurity).

Before confirming the industry choice:

- Deeply collect and study information from several **accredited sources** about the selected topic (both academic and practitioners ones);
- **Avoid a too broad or too narrow focus** (e.g., "food and beverage" is too broad, "fast foods" is too narrow, "restaurants" is appropriate; "travel" is too broad, "airlines" is appropriate);
- The final choice of the industry and its appropriateness for the development of the **Project Work is subject to Faculty's approval (during the PW Lab 1)**.

Each group should perform an *external* **analysis** (main trends and scenarios) on the selected industry using reliable sources (e.g., global consulting companies, governments, research institutions, universities, world organizations, papers, etc.).

Furthermore, each group should perform an *internal* **analysis** of the "local" businesses, an in-depth examination of the selected business cases from the selected industry using both secondary data (e.g., company reports and websites) and primary hand-collected data (e.g., interviews).

Each group should:

- **Analyze** the extent to which megatrends represent an opportunity for business model innovation and company strategies in the selected industry.
- **Explore** the need for a "local" company's business model to be adjusted to compete on a global scale.
- **Propose** a strategic route for "local" businesses to innovate their business model using digital technologies and opportunities related to the relevant megatrend(s).

Define the scope of the PW

	Business model innovation	Focus on partnerships	Focus on resources/competences
Digital transition			
Sustianability transition			
Energy transition			
Etc.			

Project Works: What we do expect

What the Faculty expects:

- Focus on the long-term implications on business models and strategies
- The PWs will contain the following parts:
  - Definition of the **objective** of the project
  - Description of the **methodology** used to achieve the objectives
  - Presentation of both **quantitative and qualitative evidence** to address the objective
  - Discussion of the **strategic implications** to clarify: What do we learn? Why should a practitioner of the sector be interested in reading the PW?

What the Faculty expects **not to receive**:

- A list of new technologies
- A list of cases
- A science-fiction plot

As indicated above, the final approval of the industry chosen by students and its appropriateness for the development of the PW is subject to the Faculty.

Four PW Labs with the Faculty will be scheduled to drive and support the work in progress:

- **PW Lab 1 (11/3/2026 & 18/3/2026)**

Groups will discuss with the Faculty the topic selected for the PW. The Lab aims at guiding students in the execution of the PWs. A **roadmap** will be presented by students.

- **PW Lab 2 (1/4/2026 & 15/4/2026)**

Groups will present their first draft of the **review of secondary sources** (articles, reports, etc.) and the first steps implementing the roadmap.

- **PW Lab 3 (6/5/2026 & 13/5/2026)**

Groups will present the **preliminary findings for the entire PW**.

- **PW Lab 4 (27/5/2026 & 3/6/2026)**

Groups will present their complete PW (PPT file), after having submitted the final written report. This Lab will count as **exam session** for the Practice Module.

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PW Lab 1

Groups will discuss with Faculty the topic selected for the PW. The Lab aims at guiding you in the execution of the PWs.

Timeline:

- **10/3/2026 (2pm) – First due date**
  You should upload on the **G-form link**:

    a) selected topic: PW title

    b) selected industry: motivate your choice (max 100 words)

    c) selected companies: motivate your choices (max 100 words)

  You can submit one or two proposals.

- **11/3/2026 & 18/3/2026 – PW Lab 1**: You are asked to present the roadmap for the development of the PW. The Faculty will provide feedback

We invite you to prepare a short presentation based on **the submitted proposal(s)** for the topic.

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Strategic Management (Practice) – Second semester schedule

Date	Time	Room	Content
4/3/2026	9h00-13h00	Lab Galvani (1° floor)	Introductory class
11/3/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 1 (Groups A-F)
18/3/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 1 (Groups G-K)
25/3/2026	9h00-13h00	Lab Galvani (1° floor)	Case Analysis Lab
1/4/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 2 (Groups A-F)
15/4/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 2 (Groups G-K)
21/4/2026	tbd	A204	TAG 1 (ITA – *elective*)
22/4/2026	tbd	tbd	TAG 2 (ENG)
29/4/2025	9h00-13h00	Lab Galvani (1° floor)	Hackathon Lab
6/5/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 3 (Groups A-F)
13/5/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 3 (Groups G-K)
27/5/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 4 (Groups A-F) – pre-exam
3/6/2026	9h00-13h00	Lab Galvani (1° floor)	PW Lab 4 (Groups G-K) – pre-exam

08.04.2026 suspended class for Easter break
20.05.2026 suspended class to finalize the PW

Project Work common rules

- Each student will put their effort to make sure that their contribution and presentation will be comparable among the members of the group. **Each member could be selected by the Faculty to present different parts of the project work**.

- Presentation and answers will influence the final evaluation **individually**. Innovative ways of presentation, original ideas, clarity, and focus on the topic are encouraged.

- **Evaluation** criteria
  - originality
  - internal consistency
  - relevance to the assigned theme
  - methodological rigor
  - quality and variety of sources
  - accuracy of report and presentation
  - clarity of in-class presentation
  - efficient teamwork

- The project consists of a **written project work report (including the list of references) and a final presentation**.

- Students are expected not to use others' text or work and present it as their own. References shall always be cited. In case of <u>plagiarism</u> the entire exam will be nullified.

- Format (all docs in English)
  - PW report: Word (or similar text-editing software)
  - Presentation: Power Point (or similar presentation software)

- The comprehensive package of the PW will be made available to the Faculty before the exam through **cloud uploading** (details will be provided by samuel.ashong@unibg.it).

Individual Project Work
dedicated to non-attending students

- The individual project work is dedicated to **non-attending students**.
- You will investigate **sectoral trends and related companies' strategies** belonging to emerging industries
  - The **aim** of the project work would thus be to identify the **specific industry** you would like to focus on, highlight the common threads and core differences in the **strategies** put in place by companies in the selected industry, once you identify the key **elements characterizing the industry** itself.
  - In particular, the analysis might include an overarching **industrial profile**, followed by the analysis of **strategies of one or two leading companies** in the selected industry and **one or two local or young businesses** in the same industry. With "local", we mean businesses that are active mainly in a geographical scope that you are familiar with, or active in an environmental context that interests you.
- **Non-attending students are required to contact the Faculty well in advance of the exam session**.
- The deadline for submitting the report will be <u>before the exam session</u> you enroll in. On the day of the exam, you will outline the project with a short presentation (max 20 minutes) and answer any questions related to the project work.